

Exhibit A to Registration Statement
Pursuant to the Foreign Agents Registration Act of
1938, as amended

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <http://www.fara.gov>.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. Statements are also available online at the Registration Unit's webpage: <http://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <http://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .49 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name and Address of Registrant Monitor Company Group LP Two Canal Park Cambridge, MA 02141		2. Registration No. 6037
3. Name of Foreign Principal Jordan	4. Principal Address of Foreign Principal Embassy of the Hashemite Kingdom of Jordan 3504 International Drive, N.W. Washington, D.C. 20008	
5. Indicate whether your foreign principal is one of the following: <input checked="" type="checkbox"/> Foreign government <input type="checkbox"/> Foreign political party <input type="checkbox"/> Foreign or domestic organization: If either, check one of the following: <div style="display: flex; justify-content: space-between;"><div><input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Association</div><div><input type="checkbox"/> Committee <input type="checkbox"/> Voluntary group <input type="checkbox"/> Other (specify) _____</div></div> <input type="checkbox"/> Individual-State nationality _____		
6. If the foreign principal is a foreign government, state: a) Branch or agency represented by the registrant Embassy of the Hashemite Kingdom of Jordan b) Name and title of official with whom registrant deals Ambassador Alia Hatoug-Bouran		
7. If the foreign principal is a foreign political party, state: a) Principal address b) Name and title of official with whom registrant deals c) Principal aim		

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8. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Owned by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Directed by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Controlled by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Financed by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

Subsidized in part by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☐

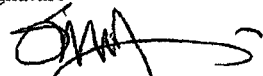
9. Explain fully all items answered "Yes" in Item 8(b). *(If additional space is needed, a full insert page must be used.)*

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10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit A to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit A	Name and Title	Signature
May 6, 2011	Stephen M. Jennings, Managing Partner	

**Exhibit B to Registration Statement
Pursuant to the Foreign Agents Registration Act of
1938, as amended**

INSTRUCTIONS. A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <http://www.fara.gov>.

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Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .33 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Counterespionage Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant

Monitor Company Group LP

2. Registration No.

6037

3. Name of Foreign Principal

Jordan

Check Appropriate Box:

4. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
5. ☐ There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
6. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and expenses, if any, to be received.
7. Describe fully the nature and method of performance of the above indicated agreement or understanding.

As detailed in the attached contract, the agreement anticipated that Monitor would submit four invoices -- October 23, 2010 (30% of total amount), November 20, 2010 (40% of total amount), and December 18, 2010 (30% of total amount). An expense reconciliation invoice was to be submitted on January 29, 2011.

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8. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

See attachment B.

9. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act and in the footnote below? Yes ☒ No ☐

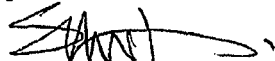
If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

See attachment B.

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EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit B to the registration statement and that he/she is familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date of Exhibit B	Name and Title	Signature
May 6, 2011	Stephen M. Jennings, Managing Partner	

Footnote: Political activity as defined in Section 1(o) of the Act means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

Question #11

This retroactive registration is being filed as of October 18, 2010, the effective date of a contract with the Kingdom of Jordan, filed with this registration. Monitor provided management consulting services for Jordan's Embassy in Washington. The services included a performance assessment and recommendations on how to improve the internal operations of the organization. The services also included overseeing the preparation of a communications strategy directed to the U.S. media and others in the United States.

Attachment B

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MONITOR GROUP

TWO CANAL PARK

CAMBRIDGE, MASSACHUSETTS 02141

As of November 15, 2010

His Excellency Samir al-Rifa'i
Prime Minister
The Hashemite Kingdom of Jordan
Amman, Jordan

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Upgrading the Impact of Jordan's Narrative in Washington

Your Excellency,

The purpose of this letter is to outline the commercial terms for the Washington Embassy project detailed in the accompanying Scope of Work outline, as of today's date.

We propose that this Phase 1 Engagement commence on Monday 18 October for eight (8) weeks at a weekly professional fee rate of US\$77,500. The total professional cost of the Engagement will be US\$620,000. This includes professional fees for the combined Monitor/Racepoint advisory team and incorporates our support on both organizational performance and communications/outreach activities.

In addition to these professional fees, reimbursable expenses will be billed, and all such aggregate amounts are net of any local, withholding, or other taxes that may be applicable. Monitor's Standard Terms and Conditions are incorporated by reference herein unless explicitly varied by the letters of today's date.

Expenses are constituted of the firm's fixed administrative charge of 6.5% of professional fees and of reimbursable expenses incurred and charged at cost. We will make every endeavour to keep such variable expenses to a minimum. We estimate that because our team for this assignment is US-based, reimbursable expenses are unlikely to exceed 10%. Should it be deemed valuable to have our senior leadership team for this project travel to Amman to meet with you and other senior government officials in order to discuss the diagnosis or emerging strategy for the Embassy, we will seek your prior approval for such travel.

For billing purposes, we will charge an allowance for total estimated expenses of 15% (inclusive of the 6.5% Administrative Fee) with each fee invoice and will provide a statement of account within 60 days of the end of the assignment, either documenting and requiring a further payment should aggregate expenses have exceeded 15% of fees; or documenting and reimbursing the balance should aggregate expenses have come in under the 15% allowance.

Billing frequency and terms

We will submit four invoices for this engagement. Unless you advise otherwise, we will include invoices for this assignment with our invoices for our current work for the PMO/PMY, so that we provide you with one integrated invoice for all of our work for the Government of Jordan:

Invoice Date	% total	Amount (USD)
23 October 2010	30%	\$186,000 plus 15% expense allowance
20 November 2010	40%	\$248,000 plus 15% expense allowance
18 December 2010	30%	\$186,000 plus 15% expense allowance
Total	100%	\$620,000 plus 15% expense allowance
29 January 2011		Expense reconciliation Invoice (Actual - Billed expenses)

Termination provisions

Any one part or all parts of this engagement may be curtailed by either party on the giving of four (4) weeks written notice and any outstanding engagement fees will be pro-rated accordingly. All expenses properly incurred will be due and payable on termination. All alterations to work scope will be by mutual written agreement at a rate or rates to be agreed.

Yours faithfully,

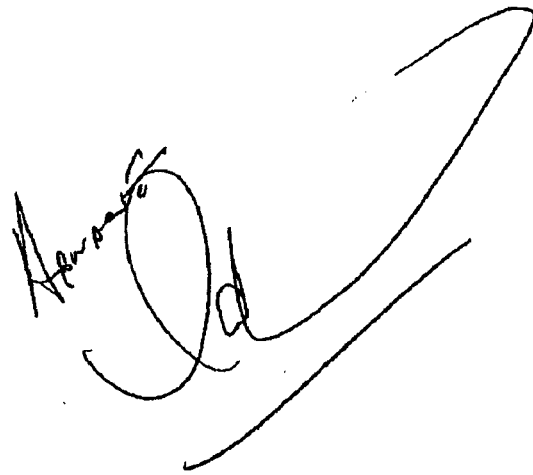
Signed electronically without signatures

MONITOR COMPANY GROUP, L.P.

Per: Tony Goldner & Michael Wenban

Duly Authorised Persons

cc: Mark Fuller



MONITOR GROUP
TWO CANAL PARK
CAMBRIDGE, MASSACHUSETTS 02141

As of November 15, 2010

H.E. Samir al-Rifa'i
Prime Minister
The Hashemite Kingdom of Jordan
Amman, Jordan

*Private & Confidential
Discussion Draft*

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NSD/CES/REGISTRATION UNIT

Upgrading the Impact of Jordan's Narrative in Washington

Your Excellency,

The purpose of this letter is to follow up on our prior discussions about the need to upgrade the performance of the Kingdom's diplomatic mission in Washington. With the new Ambassador's appointment now public and her arrival in Washington in mid-October, we believe that the time is right to launch a targeted engagement to upgrade that mission's strategic focus, capabilities, and operating model, including interactions with key external stakeholders in the US. This proposal outlines our proposed approach to this important assignment.

Context

The necessity for Jordan to have a high performance Embassy in Washington DC has never been higher. Given Jordan's fiscal deficit position constrained, its continued reliance on international donor assistance and the Middle East peace process at an important juncture, Jordan's national interests require a strong and effective platform for international engagement and advocacy in Washington.

Based on our preliminary discussions with you and other senior officials including the Ambassador, we understand that the Jordanian Embassy in Washington suffers from a number of capability deficits and coordination challenges that have prevented it from effectively promoting and advancing the Kingdom's interests in the United States. Enhancing the performance capabilities of the Jordanian Embassy in Washington will be critical not only for advancing Jordanian interests with the United States Government but also with other nations and global interest groups through their embassies and offices in Washington, including the International Financial Institutions (World Bank, IMF, etc) and influential not-for-profit advocacy groups and foundations interested in developments in Jordan and the wider Middle East. It will also reinforce ongoing efforts to transform the broader performance capabilities of the Ministry of Foreign Affairs (a process we understand is already underway by an internal MFA committee).

What does it mean to be a "high-performance embassy" in today's multi-stakeholder, global environment? We believe that the traditional vision of an embassy – a bricks-and-mortar building where diplomats serve as the sole conduit for relations between sovereign

governments – is increasingly obsolete. Today, communications technologies enable governments, businesses, NGOs, and citizens from different countries to communicate directly with each other, often bypassing embassies entirely. Rather than operating as a gatekeeper in a linear process, an effective embassy today positions itself strategically as a key node in a network of relationships involving state and non-state actors. A high-performance embassy influences and generates results on the strength and quality of the connections it develops across a wide range of stakeholder groups (not just institutions), and on the clarity and consistency of the messages it delivers across those connections.

This fundamental shift in the operational requirements and implications for diplomatic strategy and mission-building is not unique to the Jordanian Government or to embassies in Washington. As such, we believe that a thorough review and upgrading of the Washington Embassy will provide a template for similar subsequent review of other key Jordanian embassies in Europe (London, Brussels, Paris, etc.), Asia and/or the Middle East.

Imperative for Change

The magnitude of the organizational challenge facing the Jordanian Embassy in Washington is significant. The relatively small Embassy staff must create and manage relationships with a vast array of officials in the legislative and executive branches of the US government. In addition, it must also cultivate contacts with key external influencers of US government policy (including prominent think tanks, academics, the media, and Jordanian expatriates living in the US) as well as a range of inter-governmental and non-governmental institutions with active interests in economic and social developments in Jordan and the Middle East (from the World Bank and IMF to prominent foundations such as the Gates Foundation and the Open Society Institute). To be successful in this diffuse and complex environment, the Embassy will need to have a clear strategy to direct its efforts. Choices will also inevitably need to be made given the resources that are available.

Based on the insights we have gathered to date, the internal processes and capabilities of the Embassy must be upgraded substantially, most critically its communications & public diplomacy capabilities as well as economic & investment promotion capabilities. This is likely to require coordinated and integrated planning, but decentralized execution by highly competent, independent, and entrepreneurial staff. The Embassy's internal processes must provide absolute clarity about mission and message while empowering staff to be flexible and opportunistic about the tactics for achieving their objectives, whether through independent action or effective management of local service providers as sub-contractors.

In sum, a successful transformation program will likely require structural changes, process changes and behavioural changes (both by Embassy staff and officials in Jordan who interact with them) in order to succeed.

Project Objectives

In our experience, a transformation of this magnitude, and for an organization of this size, will take approximately 6-9 months to ensure that the right strategy, capabilities, and internal operating model are sufficiently defined, embedded, and being implemented. As such, we recommend a 3-phased process to put the Kingdom's mission in Washington on

track towards becoming a truly high-performance embassy and delivering impact against the Kingdom's national interest objectives.

The specific objectives and expected duration of these three phases are as follows:

Phase	Objectives	Duration
1. <i>Diagnosis & High-level Blueprinting (covered in this proposal)</i>	Develop a high-level strategy to increase the Embassy's impact in Washington, identify gaps between current performance and requirements to successfully pursue that strategy, and develop an initial blueprint for addressing those gaps	2 months
2. <i>Detailed Organization & Process Design</i>	Build out the initial blueprint for performance improvement into a detailed model for the Embassy's structure and processes, including detailed process maps, job descriptions, decision rights, etc. and stress-test it with Embassy staff	1-2 months
3. <i>Implementation Support</i>	Partner with the Embassy leadership and staff to implement the new organizational model, including assessment of performance against key milestones and refinement of the model as needed	2-3 months

Phase 1 – Diagnosis and High-Level Blueprinting

This Engagement Letter outlines our proposed Scope of Work for the Phase 1 Diagnosis and High-Level Blueprinting Phase.

The goal of this phase will be to provide the Ambassador in Washington and the Government in Amman (primarily the Prime Minister, the Foreign Minister and interested senior stakeholders, including His Majesty) with a high-level blueprint for upgrading the performance of the Embassy. This will include:

- A diagnosis of the current performance constraints;
- A coherent strategy for how the Embassy can create impact for the Kingdom in Washington;
- A communications plan to enhance the Embassy's ability to influence public perceptions of the Kingdom and advocate effectively for its policy objectives;
- Consideration of the appropriate interface points and mechanisms for coordination between the Embassy in Washington and key decision makers in Amman (His Majesty and the RHC; The Prime Minister and the Prime Minister's Office; The Foreign Minister and Foreign Ministry, others); and

- Recommendations about the key investments required to execute this strategy and start driving up performance and impact. These recommendations will include consideration of the structure of the embassy, the types of skills and competencies required of key staff in each of the units in the Embassy, and the relationship & knowledge networks the Embassy will need to have 'inside the beltway' to promote and advocate for the Kingdom's national interests.

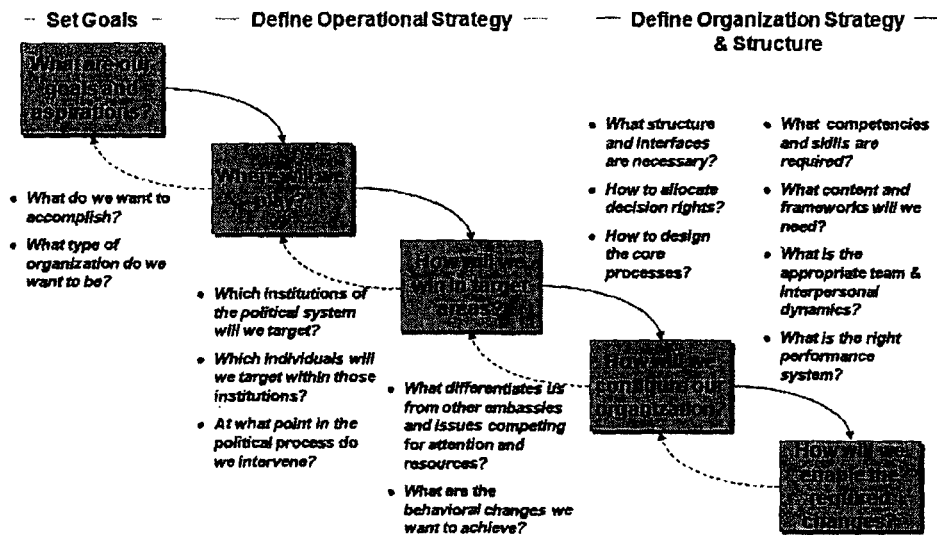
Under the guidance and direction of the Ambassador, and in close collaboration with senior Embassy staff, we will conduct a diagnostic evaluation of the Embassy's capabilities – across all front office and back-office functions and activities; but with a 'deep-dive' examination in particular of both the communications & public diplomacy capabilities and economic and investment promotion capabilities.

Given the critical importance of upgrading the Embassy's communications capabilities, we will utilize Racepoint Group, a leading strategic communications firm with operations in Washington, as a subcontractor on the communications-related components of the project. Working under the direction of the Monitor team, Racepoint Group will contribute a detailed understanding of the communications capabilities the Embassy must build and develop a communications strategy and playbook for the Embassy.

In addition to developing this communications strategy, Racepoint Group will also work with Monitor Group throughout Phase 1 to identify structural challenges and capability gaps in the Embassy's existing communications office. This analysis will leverage and align with the communications work being undertaken by Monitor Group and Portland Communications with the Prime Ministry in Amman, ensuring that the system as a whole functions smoothly and with minimal duplication of effort. This assessment will be incorporated into the high-level blueprint presented by Monitor at the end of Phase 1. For more detailed information about Racepoint and its approach, please see the Appendix.

Having developed a consensus view on the needs and performance constraints of the Embassy, we will then work with the Ambassador and, at her invitation, senior staff to develop and align around a high-level strategy for the Embassy which will help to clarify its 'theory of impact' as a diplomatic mission in Washington. This strategy statement (and the discussions we will facilitate to create it) will call out and make explicit a series of inter-linked choices and trade-offs across a number of key dimensions:

Strategic Choice Cascade Framework



The cascading arrows in the diagram above illustrate how the structure of the Embassy must be informed by its goals and strategy; but at the same time, the strategy must be set realistically bearing in mind the resources and capabilities that already exist today or can be built for the future based on investment commitments from the Government in Amman. Developing strategy therefore becomes an iterative process that moves back and forth across this Cascade.

While arriving at a final Strategic Choice Cascade may extend into Phases 2 and 3 of the project, establishing a high-level draft strategy in Phase 1 will be an important prerequisite for defining the capabilities and organizational configuration, including resourcing needs, required to significantly boost the Embassy's impact. Given the criticality of input and support from the Government in Amman – not just the Ministry of Foreign Affairs but other strategic government agencies, as well as the Royal Hashemite Court – this process of developing a robust strategy will need the active engagement and participation of senior Government officials in Amman, not just the Ambassador and her team in Washington.

Finally, the Diagnosis phase will help the Government identify and prioritize opportunities for improving the effectiveness of the Embassy in light of the strategy outlined above. Areas for investment will include:

- *Internal Embassy configuration and resourcing* – Day-to-day operating model of the Embassy, including: organizational structure (roles, resourcing, reporting lines, etc.), processes and decisions, talent management, office culture and internal leadership & middle management;
- *Interfaces with key Washington-based stakeholders* – Strategic communications and economic/investment promotion activities and engagement with Washington-based constituencies, including the Executive branch, Congressional leaders & committees, international financial institutions (World Bank, IMF, etc), influential

foreign policy think tanks and academics, other embassies, the US media, Jordanian expatriates, and private sector US companies with interests in Jordan; and

- *Interfaces with key Jordanian Government stakeholders* – Communications with relevant constituencies back in Amman, including the Prime Minister's Office, the Royal Hashemite Court, the Ministries of Foreign Affairs, Planning, Industry and Trade, etc. and the Jordanian business community.

By integrating our analysis and recommendations into a high-level blueprint, we seek to help you, the Foreign Minister, and Ambassador Bouran make targeted decisions about where to invest limited time and resources to generate significant improvement in overall Embassy performance. These decisions will then inform and set-up the areas of focus for the two subsequent Design and Implementation Support phases outlined above.

Key Activities

Specific activities will include:

- Convene a kick-off meeting at the Washington Embassy to introduce the Monitor team to key staff and build alignment around the project objectives and process;
- Review internal Embassy processes and external interfaces by studying existing documentation and reviewing staff schedules to see how time is currently spent;
- Interview Embassy staff (one-on-one and in small group discussions) and key officials in Amman (eg. at the Ministry of Foreign Affairs and the Ministry of Planning) to build a detailed understanding of the challenges and opportunities associated with all three priority areas and identify key capabilities that will be required for the Embassy's success in the future;
- (Where possible) interview selected Washington insiders and players to provide an 'outside-in' perspective on the Embassy's performance. This might include, for example, interviews with US government and World Bank/IMF officials, foreign policy think tank executives and representatives from the US business community, for example Chamber of Commerce representatives who engage with diplomatic missions and investment promotion agencies;
- Benchmarking research of 'best-practice' embassies in Washington to understand what high performance looks like in Washington and the capabilities, tools and activities deployed by other Embassies to advance their nation's interests;
- Audit existing print, broadcast, and social media coverage of Jordan and issues of strategic importance to the Kingdom to assess areas of strength and opportunities for greater impact (conducted by Racepoint Group);
- Identify and prioritize specific improvement initiatives to close the gap between current performance and future requirements. These might include:
 - Investing in staff training and / or recruitment to build specific capabilities;
 - Outsourcing relevant activities to local service providers (such as strategic communications and lobbying firms);

- Altering organizational structure and processes within the Embassy and interfaces with key Washington-based stakeholders; and
- Designing new strategic communications, public diplomacy and investment promotion outreach initiatives targeted at key US stakeholders.
- Develop a communications campaign playbook with the assistance of the Racepoint Group, including:
 - An engagement plan for key print and broadcast media targets;
 - An articulation of core messages and constituency map for deploying them;
 - A social media strategy to leverage blogs, Twitter, and other new media; and
 - A campaign calendar and engagement program.
- Draft a high-level blueprint for redesigned Embassy structure, processes and capabilities based on the agreed-upon improvement initiatives.

As part of the process of prioritizing new initiatives and investments in the performance capabilities of the Embassy, we will work with the Ambassador to identify a small number of “quick win” initiatives that will help the new Ambassador build positive momentum and establish her leadership credentials both with the team she is inheriting and with key US stakeholders who will be taking her measure in the early months of her tenure. These “quick wins” can also help to build energy and enthusiasm for taking on some of the larger, more complex institution-building challenges that have longer-term, transformational potential for the Embassy.

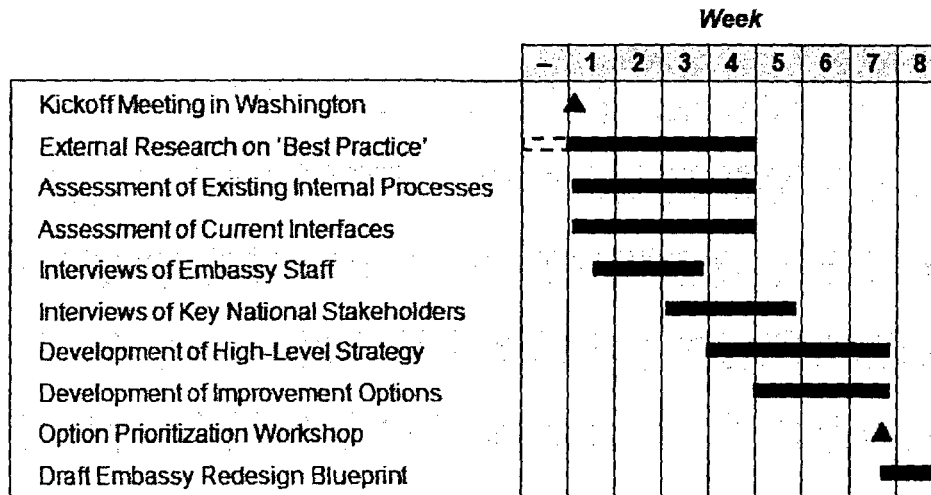
Key Deliverables

The primary deliverables for Phase 1 of this project will include the following:

- **A diagnostic report** on the performance constraints facing the Embassy, including a detailed qualitative assessment from both internal and external perspectives;
- **A strategy statement** using Monitor's strategic choice structuring framework (above). This will be designed to enable the new strategy for the Embassy to be communicated to, and socialized with, a range of key Jordanian stakeholders, including the Embassy's staff, national leaders back in Amman (His Majesty, the Prime Minister and the Council of Ministers) and key Government Ministries and Agencies that interact regularly with the Embassy, most notably the Ministry of Foreign Affairs, the Ministry of Planning and International Cooperation and Jordanian defense and intelligence establishments;
- **A communications campaign playbook** outlining a specific set of messages, channels, and activities that can be activated in Phase 2; and
- **A high-level blueprint document** for the performance improvement program for the Embassy, including recommendations on structure, internal activities and processes and prioritized initiatives and investments for creating impact with Washington-based stakeholders.

Timeline

Given the Ambassador's recent arrival in Washington and the importance of moving quickly to focus and bolster the Embassy's efforts, we commenced work on this the project formally on Monday, October 25th. The estimated duration of the project is 8 weeks, with a target completion of the deliverables outlined above by December 17th. The workplan below provides a high-level timeline of major project activities and milestones:



Our Team for the Engagement

To ensure the success of this critical effort, we will constitute a core team of Monitor and Racepoint experts with deep experience in and passion for organizational design, change management, and public sector stakeholder engagement. The team will be led by two of Monitor's senior colleagues Bill Miracky, a Monitor Partner and leader of Monitor's government practice, and Jessica Watson, a Monitor Associate Partner in the Organization & Leadership Development practice. Bill and Jessica are based in our Cambridge, MA office and have a track-record of advising Washington-based clients previously, both inside and outside the US Government.

Michael Wenban and Tony Goldner will provide overall coordination oversight to ensure that you are fully informed about progress throughout this assignment, and that our work with the Washington Embassy is tied into your broader strategic agenda. When necessary, they will also assist with diagnostic interviews with relevant stakeholders in Amman.

Racepoint Group's team will be led by Larry Weber, the Chairman of Racepoint's parent company W2 Group, Peter Prodromou, head of Racepoint Group's Global Corporate, Public Affairs and Reputation Practices, and Anne Potts, a Senior Vice President at Racepoint Group. Monitor will manage and coordinate Racepoint's efforts to ensure the seamless delivery of a fully integrated project.

Monitor will also leverage, as needed, its extensive network of issue experts, many of whom have deep expertise in the world of diplomacy and international affairs. In addition

H.E. Samir al-Rifa'i
15 November 2010

Upgrading the impact of Jordan's narrative in Washington
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to this senior team, Monitor will provide an experienced project manager, Nick Gossen, and two consultants to support delivery of the workplan outlined above.

Professional Fees & Expenses

Our proposed professional fees and financial arrangements are outlined in a separate commercial side letter accompanying this proposal.

Conclusion

We look forward to working with you on this important initiative to transform the Jordanian Embassy in Washington into a high-performance advocate and enabler of Jordanian national interests.

With the highest regards,

Yours faithfully,

Signed electronically without signatures

MONITOR COMPANY GROUP, L.P.

Per: Tony Goldner & Michael Wenban

Duly Authorised Persons

cc: Mark Fuller

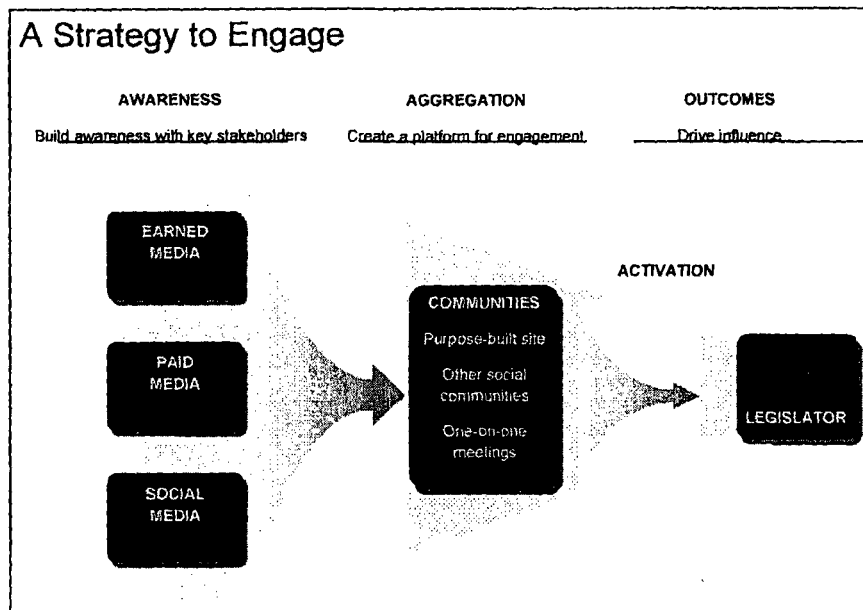
Appendix – Additional Information about Racepoint Group and its Approach

Due to the critical importance of building the Embassy's communications and public diplomacy capabilities, Monitor has decided to engage Racepoint Group as a subcontractor to provide an expert perspective on the strategy and capabilities needed to effectively pursue the Kingdom's interests in Washington. Racepoint Group is a global public relations agency with an unrivalled understanding of the evolution of traditional and social media and deep experience working with foreign governments to build a positive image and legislative impact in Washington. Their input will be managed by Monitor Group and incorporated into the deliverables outlined in the main body of this proposal.

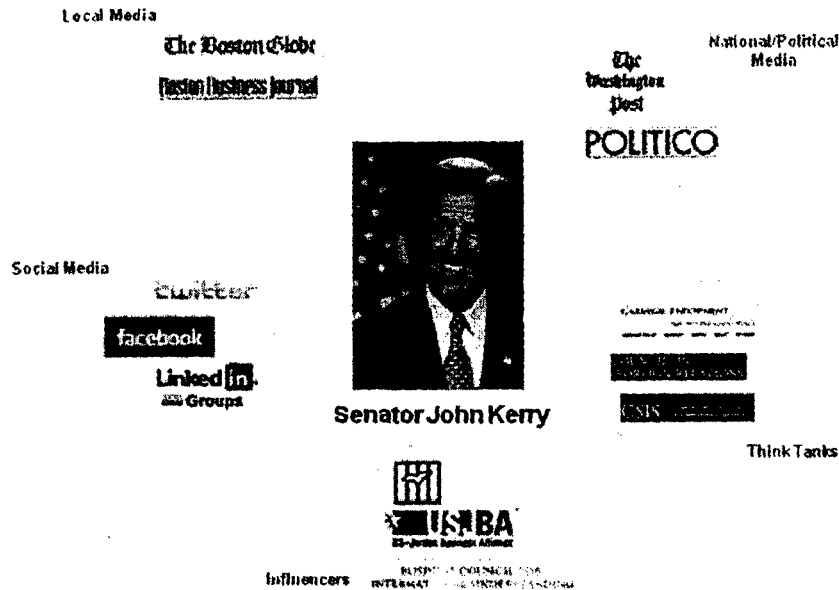
Proactive Image Campaign Strategy

The Jordanian Embassy to the United States must consider as a primary goal its need to create a positive image to gain legislative victories, including securing funds and other favorable policy outcomes. Developing and honing this image among thought leaders, members of Congress and their constituents will require a blend of physical and digital approaches. Racepoint Group will work with Monitor Group and the Embassy's staff to develop a multi-prong strategy to support Jordan's image and policy goals, including:

1. Building awareness and consideration for the Kingdom's positions in key influencer media (print, broadcast and social);
2. Persuading influencer elites to support the Kingdom's positions in public venues, including media and social media Issues Communities;
3. Forming Issues Communities on the Web that highlight Jordan's positions, populating those sites via social media and push strategies from media relations, creating organic content formation on the sites; and
4. Activating community members on the sites to contact their legislators and policy makers around key decision points vital to Jordan's interests.



Racepoint Group's approach stays ahead of legislative cycles and will recommend the deployment of paid and unpaid media to generate mindshare for Jordan and support of its objectives. As part of this proposal, Racepoint will identify members of Congress that make relevant decisions and will also describe the sphere of influence around each member and the levers to direct their attention to support Jordan. For example, influencers of Senator John Kerry, chairman of the Senate Foreign Relations Committee are illustrated below. Racepoint Group will work with the Embassy communications staff to engage each point in the circle of influence around Senator Kerry, bringing third party validation and a halo effect to achieve desired outcomes.



Appropriate use of social media allows the dissemination of messages to a broader population, while traditional media will gain coverage of Jordan's good news. An aggressive issues response engine will keep Jordan in a position to inform and participate in conversations and coverage of key issues – this approach will also work to knock down negative coverage when it appears. Also critical will be a series of ongoing press and influencer engagements – Jordanian embassy leadership must meet with opinion influencers, U.S. State Department and other government agency officials that can make things happen for Jordan.

Empowering the Jordanian Embassy to Manage its Own Communications Processes

In addition to developing a communications strategy for the Jordanian Embassy in Washington, Racepoint Group will also work with Monitor Group throughout Phase 1 to identify structural challenges and capability gaps in the Embassy's existing communications office. This analysis will leverage and align with the communications work being undertaken by Monitor Group and Portland Communications with the Prime Ministry in Amman, ensuring that the system as a whole functions smoothly and with minimal duplication of effort. This assessment will be incorporated into the high-level blueprint presented by Monitor at the end of Phase 1.

As the project transitions into Phase 2, Racepoint Group will work with Monitor Group to develop a customized plan to build the communications capabilities of the Embassy. This second phase is expected to have two principal components:

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- Hands-on training provided by implementing the strategy developed in Phase 1 alongside Embassy communications staff; and
- Specialized skill-building sessions for Embassy staff to address capability gaps identified in Phase 1 (e.g., media training, strategic messaging, etc.), based on Racepoint Group's approach to issues and reputation management.

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